



Emergency Management

UPDATE



SPECIAL ISSUE: TERRORISM HITS HOME (October/November 2001)

THE IMPACT



Timeline for terror

8:46 a.m.

Flight 11 hits north tower of the World Trade Center

9:02 a.m.

Flight 175 hits south tower of World Trade Center

9:37 a.m.

Flight 77 hits the west façade of Pentagon

10:10 a.m.

Flight 93 crashes in a Pennsylvania field

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Pentagon strike part of four-pronged terrorist attack on U.S.

by Bob Lambert
VDEM Staff Writer

As Kyra Pulliam and Michelle Kuehn began their shifts the morning of Sept. 11, events were starting to unfold in New York City.

The Arlington Police Department communications dispatcher and her counterpart for Fire, Rescue and Emergency Medical Services would soon be tested as the unthinkable began occurring with clock-work precision.

8:46 a.m. American Airlines Flight 11 with 92 people aboard smashed into the World Trade Center's north tower. Sixteen minutes later, United Airlines Flight 175 with 65 aboard struck the south tower.

9:25 a.m. The Federal Aviation Administration reported that American Airlines Flight 77 with 64 aboard was headed toward Washington.

9:37 a.m. An Arlington police officer called in reporting that an aircraft was about to crash into the Pentagon.

Seconds later, Flight 77 plowed into the building and burst into flames. A total of 189 individuals died, 125 of them civilian and military personnel working in the Pentagon.

Dispatchers Pulliam, Kuehn and the half dozen others in the



(VDEM Photo)



(courtesy photo)

(Above) **Ground zero.** The extent of the destruction is readily evident in this photo of the Pentagon crash site taken on Sept. 13.

(Left) **Calm and collected.** Arlington County Police Department Dispatcher Kyra Pulliam received the call about the incoming plane, which put in motion the county's largest emergency response.

emergency center immediately put out a page. Well practiced, they calmly put into motion the largest emergency response they'd ever seen.

"There was no confusion," recalls Pulliam. "There was no chaos."

Linked by mutual aid, responders rushed to assist in the unprecedented emergency.

Within a quarter hour of the crash, Arlington County opened its Emergency Operations Center. County Manager

Ron Carlee declared a local state of emergency at 11:39 a.m., enabling Urban Search and Rescue (USAR) teams from Fairfax County and Hampton Roads, Va., and Montgomery County, Md., to enter Arlington to assist in the rescue operation.

The Virginia Emergency Operations Center kept the governor's office posted as events unfolded and was fully staffed at noon when Gov. Jim Gilmore declared a state of emergency. (cont'd on page 12)

THE OUTCOME:

First responders coordinate assault on the fiery inferno

by Bob Lambert, VDEM Staff Writer

A Pentagon security guard on duty the morning of Sept. 11 was used to hearing the boom of cannon fire at nearby Arlington National Cemetery. This time, however, was different. “That was an awfully big cannon,” recalled the officer, located on the far side of the building when a jetliner hijacked by terrorists smashed into the structure.

The craft sliced a huge wedge in the middle of the western façade of the structure built in 1941. Built in only 18 months, the building served as command headquarters for the American World War II effort and became a symbol of the nation’s world-power status.

From the first report of a plane headed towards the Pentagon to the first officer on the scene, hundreds of Northern Virginia firefighters, police and search and rescue teams quickly converged to respond to the disaster. Arlington County Fire Chief and Emergency Manager Ed Plaughter praised the responders for their “extraordinary degree of professionalism and calmness.”

While crews worked to shore up the building, USAR teams searched for survivors, investigators secured the crime scene and structural experts were sizing up the damage to prepare for rebuilding the wrecked section.

Working 12-hour shifts, the teams dug through the rubble, twisted steel beams and sagging pipes and wires to find victims and survivors. “You couldn’t walk two feet without hitting something,” said Jim Taber, Alexandria Technical Rescue Team member.

The Fairfax County chaplain helped counsel those who had gone inside. “People can’t believe what happened. They’re in a state of shock.” A contingent of military chaplains was on hand as well. “They’re talking people through the tragedy,” he said.

Salvation Army Capt. James Nauta, a social services secretary from Chicago, was in Washington for a meeting when the attack occurred. He compared the scope of the scene to the Oklahoma City bomb attack. He pitched in where he could at the Pentagon.

“Some of the Army guys who were here the first night were traumatized,” Nauta said. “The mother of one rescue worker was in the section [of the building] that was hit.”

Beyond the perimeter, the media crews set up on a knoll overlooking the scene. FBI investigators examined the rubble for evidence. Following the release of the site at the end of the criminal investigation, a structural engineer said he would help determine how much of the structure would have to be taken down. “Once you decide what to take down, engineers can put it back.”

In the face of this devastation, the spirit of patriotism soared. Dozens of workers stuck American flags in their hard hats — a counterpoint to the huge flag hung on an undamaged portion of the Pentagon façade.



Calm port in the storm. Arlington County firefighters gather at the Pentagon crash site. Days after the terrorist incident, hot pockets flared up as the units removed debris. The scent of burnt debris and jet fuel hung in the air. (FEMA News Photo by Jocelyn Augustino.)



Weight of the world. After the flames were brought under control, the first priority was to strengthen the building enough to allow personnel inside. Crews of soldiers cut timbers into shorter lengths for cribs to support the building’s sagging section. (Photo by Bob Lambert.)

Pentagon incident provides field test for JOC activation

By Brett Burdick, Director, VDEM Technological Hazards Division

The unprecedented Sept. 11 terrorist attack on the Pentagon put extraordinary demands on emergency managers throughout the Washington metropolitan area.

Due to the special circumstances of the attack, the response effort demanded improvisation, flexibility and adaptation of existing programs.

In a landmark move from planning to activation, Virginia was a key player in establishing a Joint Operations Center — one of the first in our nation. Coordinated by the FBI, this unique configuration has only emerged within the last six years and had not been used in a real-world setting before hijackers slashed a huge, five-story wedge in the west façade of the Pentagon.

Following the Oklahoma City bombing, the federal government revised its crisis management plan to ensure a crime scene in a criminal disaster gets top priority while consequence management (including search and rescue, response and recovery) also moves forward quickly.

Under the federal management plan, a FBI special agent-in-charge runs the JOC and the agency oversees the criminal investigation and crisis management from the federal level.

Its Strategic Incidence Operations Center can handle multiple incidents simultaneously and can bring in additional resources if needed, much like the Department of Defense can handle a two-front war.

FEMA is the lead federal agency in consequence management activities, a local government function supported by both VDEM and FEMA.

FEMA may also establish a Disaster Field Office (DFO), including state emergency management personnel, to work alongside the JOC and to administer federal disaster assistance.

The dual nature of the crisis management and consequence management results in overlapping functions and divided responsibilities, especially for the consequence management component.

THE RESPONSE



While the emergency management component is secondary to the criminal investigation, life safety activities take precedence in the initial stages of the event. Then, the scene needs to be made safe (fire, hazmat, search and rescue) as the criminal investigation moves forward.

Recovery and rebuilding begin after these activities are concluded. When the FBI releases the crime scene and the attorney general deems it appropriate, the JOC is then disbanded and consequence management functions are transferred to the Disaster Field Office.

The plan assures that the usual disaster consequence team is ready for immediate transfer to the DFO when emergency response activities at a crime scene are complete.

The structure of the JOC adapts easily to maximize the resources needed to deal with a disaster.

In the case of the Pentagon terrorism attack, it gave the crime scene investigators a better chance of securing invaluable evidence. At the same time, the DFO had its functions in place, ready for the next stage.



Greeting the troops. Gov. Jim Gilmore talks with USAR Virginia Task Force 1 members on site. (Photo courtesy Office of the Governor.)

Governor praises responder heroism

Editor's Note: Gov. Jim Gilmore made these comments in Virginia Beach during the Virginia Association of Volunteer Rescue Squads meeting, Sept. 27.

Every American has been inspired by the courage of our police officers, firefighters and rescue squads who responded to the Sept. 11 attacks.

You've seen the destruction, and you've felt the danger. I've been there too. I've seen the debris stacked as high as your chest.

I've seen the hot spots where a fire could ignite at any moment. It is a horrible and haunting sight and each of you took a terrible risk being there.

This display of courage is new to you only in the grandness of its scale. You rush to the scene of emergencies every day — to help a neighbor who may be sick, a child who may be injured, or the victim of a violent crime or accident.

You are always there, always ready, always willing to answer the call to help. Let me say on behalf of all Virginians — thank you for risking your lives to save the lives of others.

As you have always done before, you answered the call to help with calmness and courage and sacrifice. The people of Virginia and the people of America are blessed to have you by their side in times of need.

I want you to know that Virginia is grateful for your sacrifice — not just on the 11th, but every day before and every day after. But I also want you to know that more will be asked of you. As the first responders to a terrorist attack, you are the first line of homeland defense.

THE RESPONSE

Taking care of our own:

Article and Photos by Bob Lambert, VDEM Staff Writer

Task Force 1

Wives, children, parents waited for the First Unit of the Virginia Urban Search and Rescue Task Force to arrive at the Fairfax County Fire Academy after a week of grim labor in the ruins of the Pentagon's West Façade.

Across West Ox Road, students from the Bethlehem Baptist Academy waved flags and chanted "USA! USA! USA!" every time a vehicle passed. Their cheers rose when the USAR team motorcade passed in front.

During their week at Pentagon Ground Zero, the USAR team lived and breathed the destruction. Veterans of major disasters in this country and overseas, members of the unit had never seen anything like it.

Hijackers deliberately slammed an airliner into a recently renovated section of the structure with devastating consequences.

That's what these veterans of disaster — earthquakes in Taiwan and Turkey, even the Oklahoma City and Nairobi embassy bombings — found hard to comprehend.

For a week of grueling and dangerous 12-hour shifts, the 70-member team dug and sifted the debris in the dark cavern of destruction, finding what they feared (the bodies of victims) and not what they hoped (survivors).

Two team members, Brian Moravitz and Carlton Burkhammer, uncovered the black box from the doomed plane, one of the most critical pieces of evidence needed in the investigation of the suicide mission.

Kevin Dabney, technical rescue specialist and veteran of earthquake missions in Turkey and Taiwan, tried to compare the terrorist attack with his past experiences.

"The earthquakes were natural disasters, out of our control. This was a terrorist act in our back yard," said Dabney, who's served nine years in the fire department and five on the USAR team.



"Amid all the horror, we know for sure you are our heroes."

Kate Hanley, chair
Fairfax County Board of Supervisors

"It's difficult to put how I feel into words. It was absolute chaos and turmoil. It was unbelievable. I had mixed emotions.

"I had the feeling of the familiar — being with friends. So many [team members] had links to the Pentagon through family and friends at the Pentagon and I was angry that something like this could happen."

During the joyous reunion, Fairfax Fire Chief Edward Stinnette reminded the crowd of the sobering loss of hundreds of firefighters and rescue workers at the World Trade Center in New York City.

"You have set the standard for everyone to follow," the chief said in welcoming the team home.



Conquering heroes. (clockwise from top left) Dad's a hero to Ian Dabney, 4, and brother Justin, 9.

Eager to get home, team members rush toward their families waiting at the Fire Academy.

Dan Bickham embraces his grandson J.J. upon his return from the Pentagon recovery operation.

"Who could have imagined that the Pentagon would need your assistance."

Kate Hanley, chair of the Fairfax County Board of Supervisors told responders, "Amid all the horror, we know for sure you are our heroes.

"We have seen courage and bravery in action. We have seen you."

Do you want to contribute to relief efforts benefitting the victims of the Sept. 11 terrorist attacks? Visit www.libertyunites.org to learn more about charitable opportunities.

Virginia USAR teams join recovery effort

Task Force 2

by Barbara Bowen
Managing Editor, EM Update

When FEMA's Urban Search and Rescue Team, Virginia Task Force 2, deployed from Virginia Beach for the Pentagon the evening of September 11, they were just doing their jobs.

When they returned a week later, they joined the ranks of our country's heroes.

Though they wouldn't admit it themselves, these firefighters, doctors, dog handlers, structural engineers, police officers and other professionals made an indelible mark on the fabric of this national tragedy.

By willingly charging into ground zero, they helped rally a nation that felt powerless to understand or respond to such enormous devastation.

The 62-person multi-jurisdictional team is one of two such teams in Virginia (see Task Force 1 article on page 4) and six Weapons of Mass Destruction or WMD task forces in the nation.

Members come from throughout the Hampton Roads area and have trained long and hard to claim their spots in this elite organization.

As the only females on this deployment, the four dog handlers played a major role in this operation.

Trish Cartino, Lisa Berry, Nancy Gregory and Bonnie Goin worked the night shift with their dogs Joey, Gabe, Abbe and Ace (respectively).

For Goin and her yellow Labrador Retriever Ace, this was the first major disaster they'd worked together and it



Heartfelt Gratitude. (Top) Emotions run high as the citizens of Hampton Roads welcome the team home at a ceremony in Virginia Beach.

(Bottom Left) George Ridgewell's wife, Lisa, and daughter, Rachael, welcome him home Sept. 19. (Homecoming photos by Steve Earley, *The Virginian-Pilot*.)

(Bottom Right) Before they returned home, Virginia Task Force 2 erected this dedication at the Pentagon crash site. (FEMA News Photo by Jocelyn Augustino.)

required some adjustments for both of them.

"There was a lot of death and destruction," says Goin. "We knew going in it was going to be a recovery mission.

"The dogs have all had some sort of training in deceased operations but were used to live finds. We had to do some on-site orientation. They worked very hard."

Goin says they had to be careful working the dogs in the front of the building so they wouldn't get hit by falling

debris and commends the rescue team for their skills in shoring the damaged building.

Task Force Leader Steve Cover has been with the team since its inception in the early 90's and witnessed the devastation in Oklahoma City.

Though the mission was similar to Oklahoma City in terms of shoring and search and rescue, Cover says this event was profoundly different.

"Being from the Hampton Roads area, we have strong ties to the military and are

pretty connected with the Pentagon in that sense," says Cover. "You also think of it as a national symbol that you've learned about since you were in grade school. You don't think it would be touched in this way."

Cover says the coordination and cooperation among the teams was also noteworthy.

"When you have two teams from one state there is a kind of brotherly competition," says Cover.

Due to their close proximity, Fairfax, Va., and Montgomery, Md., counties were on scene when Task Force 2 arrived. He says the information-sharing process worked very well.

"We worked side by side with Fairfax on the night shift and there were no turf issues. We had a job to focus on and it worked very well."

"I suppose it was similar to how the Congress rallied behind the president. That willingness to roll up our sleeves and support each other was special."

While the team is self-sustaining with the resources to set up their own small city, Goin says they are also like one big family.

"I've never belonged to another team and never would," says Goin. "Each of these guys is awesome in his own way. When you have been with the best there is no place else to go.

"I don't look at myself or our team as heroes," adds Goin. "The people who died in the attacks and their family members are the real heroes.

"We hope we can save a life, but I guess if we can provide some closure by recovering those who didn't make it, that's what we're here for ... to make a difference and help others in their time of need."

The few . . .

by Barbara Bowen, Managing Editor
EM Update

Immediately following the Sept. 11 attacks, State Search and Rescue Coordinator Winnie Pennington received a flood of inquiries from firefighters and SAR teams wanting to join the recovery effort. Still others clamored to learn more about SAR and dog training.

"Usually, when you have a high-profile search and rescue, people want to help but don't know who to contact or how to get started. Most of the calls I get are 'I've been thinking about this for a long time ...' This interest helps volunteer groups and it helps us."

The first thing she says these would-be good Samaritans need to realize is that there are two kinds of SAR: Wilderness (day-to-day types of searches for lost individuals or missing aircraft) and Urban (disaster SAR).

While some teams in localities such as Chesterfield, Hanover, Henrico and Roanoke perform certain parts of urban SAR in their own general areas, Pennington says it is important to remember there are only two teams in Virginia that FEMA has certified to perform these types of operations.

This certification is both a labor- and personnel-intensive effort that requires specialized training and local government support.

A FEMA USAR team must fill a roster of 62 personnel in different positions with at least two people slated for each slot. They must be able to deploy within six hours and sustain themselves for 72 hours.

Task Force 2 Leader Steve Cover says they actually took 77 personnel to the Pentagon site. They are allowed to bulk up by 10 persons when going by road to account for extra drivers. They also took two videographers from the Virginia Beach Fire Department, two police officers and a vet for the dogs. Even so, many members were left behind.

"Leaving team members behind is one of the hardest things I had to do as a task force leader," says Cover. "By sheer

numbers, someone has to get left back and there are always hard feelings. You have to weigh a whole host of issues, especially with the multi-jurisdictional team."

Training is also important. The team must be approved by a USAR oversight board, which includes leaders in the field and FEMA officials, to receive the FEMA certification.

Fairfax's Task Force 1 is one of two teams in the nation that is also certified through the State Department's Office of Foreign Disaster Assistance to work disasters outside the U.S. (Florida Task Force 1, Metro Dade County, is the second team.)

"You can't just become a SAR member in a few weeks time," says Cover. "It takes years to train the dogs, learn to operate the cameras and shore up rubble. It also takes time for a team to gel and form."

"As the team is growing, we are constantly changing players and roles. For example, it probably took me two years to get a handle on the task force leader position. You don't just walk in one day and say I'm going to be a task force leader."

Employer support is critical too, as a normal team deployment lasts up to 10 days. Bonnie Goin, a dog handler with the team, commends her employer, SunTrust Mortgage, for supporting her work with the team.

"My supervisor and upper management have all been supportive," says Goin. "They had a welcome home sign, flowers and breakfast for me when I came back to work. I believe they have a better understanding of what I do now. I don't think they did before."

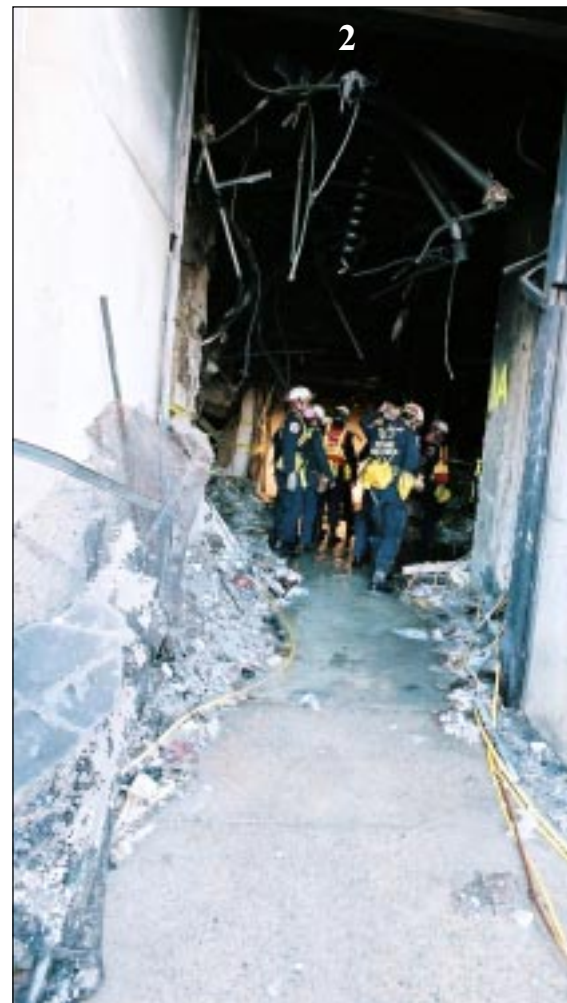
Cover adds that the key to a successful USAR operation is to coordinate it with pre-established processes.

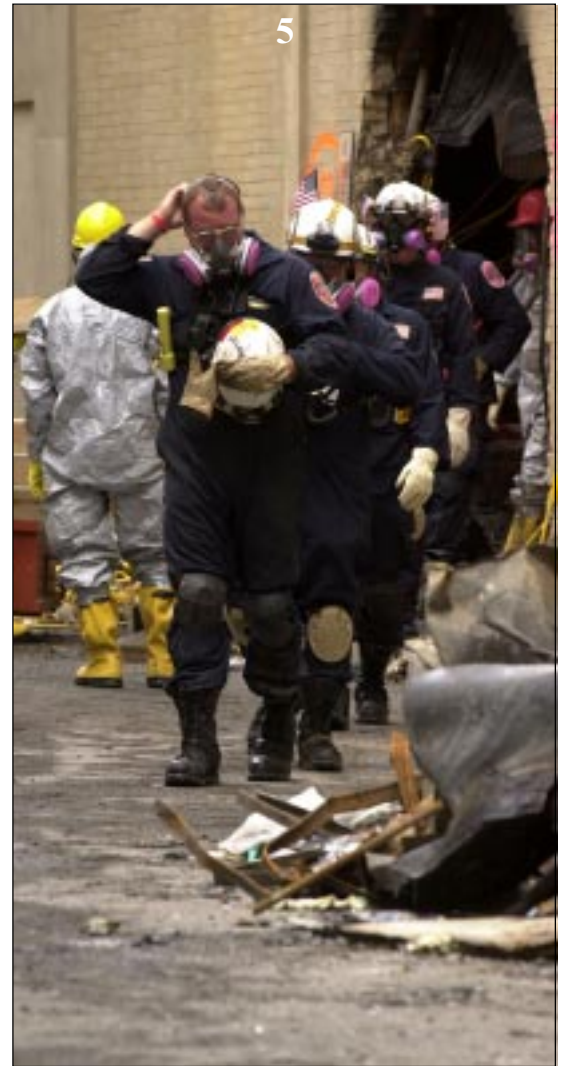
"You can't just dispatch to the site," says Cover. "I think you saw this in New York. The unified command at upper levels needs to have time to put their arms around things."

"Initially, it looks like controlled chaos as they get a handle on the incident. If something happened in my city, I would want to have that controlled response."



the proud .

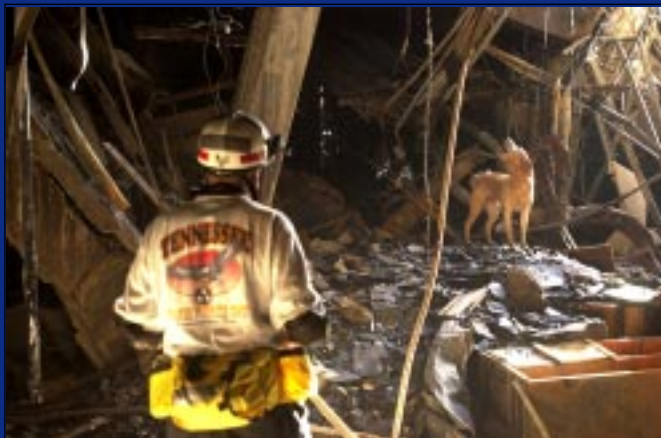




*FEMA
News
Photos
by
Jocelyn
Augustino*



the Urban SAR team



Four-legged heroes. USAR teams used dogs like Gus (pictured here with his trainer Ed Apple, Tennessee Task Force 1) to comb through debris for survivors.

1. Virginia Task Force 1 workers discuss the operations underway at the Pentagon site.
2. The main entrance to the search and rescue operations at the Pentagon following the attack.
3. Crews from Montgomery County, Md., work to clear debris and strengthen supports at the crash site following the Sept. 11 attack.
4. Collapse Rescue Team personnel attend a status and planning briefing in a tent on the Pentagon grounds.
5. FEMA USAR team members emerge from the Pentagon crash site.

Family Assistance Center aids victims

THE RECOVERY

Editor's Note: In the aftermath of Sept. 11, the Department of Defense established a Family Assistance Center that can serve as a model for state and local emergency managers in preparing for an event on the scale of the Pentagon attack.

Using its established casualty assistance program as a model, the U.S. Department of Defense drew on its vast resources and experience to set up a Family Assistance Center for victims of the Pentagon attack.

The department leased space in the lobby and the first three floors of the Sheraton Hotel in Crystal City, Va., to create a private sanctuary in which family members could express their fears and concerns and get information necessary to obtain benefits.

Staffing did not prove to be a problem as hundreds of volunteers from the military, civilian, non-profit and religious sectors stepped up to provide this service.

Though they would normally serve the families of military personnel killed in the line of duty, center staff went to great lengths to assure their visitors that families of all victims, military or civilian, were welcome.

As each family entered the lobby, an escort led them upstairs for check-in and volunteers assured them they would receive information on the fate of their loved ones as soon as possible.

Then, the staff focused attention on what the families needed to do. The casualty assistance officer helped them get through the paperwork and red tape. Agencies streamlined their procedures to minimize delays in obtaining benefits.

Just as important, the staff presented a uniform message to all families. Compassion tempered with candor built an environment of intimacy and trust that helped families come to grips with their loss. Raising false hopes or providing

incorrect information would destroy the atmosphere of trust.

At the Pentagon site, 189 military, civilian contractors, airline passengers and flight crew were killed or missing. Due to the violence of the crash, positive identification of many victims proved to be extremely difficult, if not impossible.

Families showed up every day to await word on the fate of their loved ones. As time went on, it became apparent that there were no survivors and that, in many cases, there would be no identifiable remains.

Families put the daily briefings at the top of the list of priorities and built their schedule of appointments around them. Each briefing included the known facts about the number of casualties, the status of the remains and the number of positive identifications. When remains were positively identified, family members were notified first, in private.

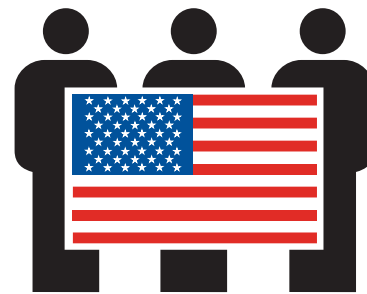
At one session, the families overwhelmingly decided to hold religious services right there at the hotel, even if they planned to go off-site to a nearby church or synagogue later.

The briefing leader provided a uniform message and made a firm decision to grant no interviews to the media that might cloud the message and information.

The floor was opened to questions and families either got a direct answer or a source of information. They also had a chance to ask questions in private if they didn't wish to share their concerns.

Flexibility and sensitivity to the varying

needs of surviving families helped ease the uncertainty and dismay they faced. The Department of Defense used its experience to organize a center that was able to respond to a disaster of the magnitude of the attack on the Pentagon.



DoD Family Assistance Center goals and services

- ☐ A program tailored to meet each family's needs with enough staff to provide individual casualty assistance officers and easy access to an array of government and private service agencies.
- ☐ Daily briefings to update families on the latest information about the status of the missing, their identification, and the disposition of remains.
- ☐ A sanctuary for the families of victims protecting their privacy in dealing with their new circumstances.
- ☐ Staff briefings up to three times daily to identify trends and modify programs as needed.

Helpline channels aid requests

When Virginians joined the rest of the nation in rallying to support the victims of this national tragedy, Gov. Jim Gilmore established the Terrorism Victims Helpline to serve as a central clearinghouse for all requests for information and offers of assistance.

VDEM served as the lead coordinator at the state level working in conjunction with the governor's office and the departments of Motor Vehicles, Social Services,



Criminal Justice Services, Crime Injuries Compensation Fund, and Mental Health, Mental Retardation and Substance Abuse Services.

Operators at the Department of Motor Vehicles have received more than 2,000 calls that included donations of goods, services and funds. DMV staff and volunteers staffed the helpline, 1-866-827-3543 (1-866-VaRelief), on weekdays. Callers were able to leave messages at other times.

THE RECOVERY

Task force set to help Va. economy take off

The Virginia Post-Attack Economic Response Task Force is working to help Virginia's strong economy recover as quickly as possible and ensure displaced workers get all the assistance they need.

Gov. Jim Gilmore established the working group to:

- Assess the level and nature of impacts on the state's economy, businesses and workforce
- Develop and implement a long-term economic response strategy
- Coordinate the provision of federal, state and private funding
- Provide technical assistance to affected businesses and communities
- Serve as a catalyst for public and private community partnerships to promote economic growth.



Gilmore offered assistance to the thousands of Virginia workers laid off as a result of the closure of Reagan National Airport.

He also directed the Virginia Employment Commission to streamline the processing of claims and established an on-site help center to assist workers in securing benefits.

By executive order, the governor suspended the waiting period for unemployment benefits, allowed employees to file a short form for unemployment insurance, waived the work search requirement until the reopening of Reagan National and back-dated unemployment claims to September 9, 2001.

The Task Force includes representatives of state agencies and businesses organized into working groups concentrating on economic development and trade, tourism, workforce services, ground transportation, aviation, energy, financial, agricultural, ports and legal services.

An assessment was made on expanding U.S. Small Business Administration assistance beyond Arlington and Fairfax counties and the cities of Alexandria and Falls Church.

Gilmore asked Virginia businesses affected by the Pentagon terrorist attack to contact the Terrorism Victims Helpline at 1-866-VARELIEF or 1-866-827-3543 to report the nature of their losses. The information will measure the severity of the economic impact and whether the governor can request expanded SBA assistance.

"President Bush's decision to reopen Reagan National Airport was an important victory for Virginia and the nation," Gilmore said. "However, now that the airport is open again, we must turn our attention to the many businesses across the Commonwealth that have suffered the economic effects of the attacks."



The economics of terrorism. These individuals lining up at Reagan National Airport are not waiting to board flights. They are seeking work as a result of the airport shutdown after the terrorist attack. (Photo by Bob Lambert.)

Attack stills air traffic and commerce at Reagan Airport

Along with airports across the nation, the Federal Aviation Administration shut down Reagan National Airport. Unlike the other airports, Reagan remained closed.

Due to its proximity to the nation's capitol and other strategic government and defense strongholds, the normally bustling facility, minutes from downtown, was eerily quiet. B and C terminals were closed. No cabs, no baggage handlers, no check-in personnel. No passengers — business travelers or vacationers.

At 60-year-old art deco terminal A, hundreds of people entered with a different mission — finding work. The Virginia Employment Commission and the Small Business Administration set up application desks to handle the thousands who lost their livelihoods in the shutdown.

"We've got about 500 people a day applying for benefits," said Conway Porter, assistant manager of the Alexandria office of the VEC.

The impromptu employment office was part of Gov. Jim Gilmore's economic recovery program, designed to assist Arlington County and other Northern Virginia individuals and businesses. Arlington County established its own Business Recovery Center.

Bringing back the economy is a major component of federal, state and local disaster recovery efforts to help individuals and businesses affected directly and indirectly by the terrorist attack.

On Oct. 4, Gov. Jim Gilmore, Sen. George Allen (R-Va.), Rep. James P. Moran (D-Va.) and other dignitaries boarded U.S. Airways Flight 6850, the first flight out of Reagan National Airport after President Bush approved resumed service on a limited basis.

THE FUTURE

Gilmore panel to strengthen state's terrorism preparedness

by Bob Lambert
VDEM Staff Writer

Gov. Jim Gilmore has charged his newly formed Virginia Preparedness and Security Panel with ensuring that all communities have safety mechanisms in place to protect Virginians from future terrorist attacks.

"We must prepare for the possibility of additional terrorist attacks," Gilmore said. "Our watchwords in the coming weeks and months must be security and safety."

"Virginia was ready to respond on that tragic day in September, and we will be ready to respond in the future."

Chaired by M. Wayne Huggins, former superintendent of the Virginia State Police, the task force includes leaders from state and local government, emergency services and industries such as transportation, healthcare and utilities.

The governor has asked for a full report from the panel by Nov. 30.

In May 1999, Gilmore issued an executive order that established a statewide plan to provide a coordinated response to a terrorist attack on Virginia soil. At the same time, he also established a task force on domestic preparedness that has provided assistance to the governor in the aftermath of the Sept. 11 attack.

"Virginia is ahead of the curve when it comes to having government organized and prepared to respond to a terrorist attack," said Gilmore.



Raising the stakes. Gov. Jim Gilmore greets Federal Coordinating Officer Tom Davies (right) on a tour of the Pentagon site while FEMA Director Joe Allbaugh (center) and VDEM State Coordinator Michael Cline (left) look on. Gilmore chaired a congressional advisory panel on terrorism with VDEM participation. (FEMA News Photo by Jocelyn Augustino.)

Security and Preparedness Panel Responsibilities

- Conduct an analysis of target risks by holding regional meetings in Northern Virginia, Hampton Roads and Southwest Virginia.
- Assess the Commonwealth's ability to prepare for and respond to identified threats and risks.
- Identify necessary changes to policies, procedures, laws, and funding priorities to address any gaps or threats to Virginia's preparedness.

"Although we are ahead of the game, I want to redouble our efforts to prepare for, protect against and respond to future attacks."

In the meantime, Gilmore, who chairs the three-year-old congressional commission on terrorism, known as the "Gilmore Commission," is preparing an accelerated final report to the president and Congress.

In its first two reports, the commission concluded the terrorist threat was real, that a conventional attack was inevitable, and that the nation must prepare for it.

One of the commission's recommendations already has been implemented — the creation of the Office of Homeland Security. President Bush has appointed Gov. Tom Ridge, Pennsylvania, as director.

The governor expects the Office of Homeland Security to seek broader and better support for first responders.

Firefighters, police officers and rescue squads must be an integral part of a national strategy to combat terrorism.

The governor called for improved training and equipment to respond to terrorist attack.

"You are the men and women who are the first to arrive on the scene of an emergency," Gilmore said.

"You not only face the greatest danger to your lives, but you have the greatest opportunity to save the lives of others."

The commission will make recommendations based on the experience of "first responders" intimately involved in the response effort to the Sept. 11 attacks, Gilmore said.

"Those brave people we've all seen on the front lines of this battle can tell us a great deal about what the smart solutions are in any national response strategy," Gilmore said.

A review of the \$10.4 billion in federal funds spent annually on combating terrorism showed that only 8 percent goes to preparedness and response. State and local authorities receive only \$300 million directly.

"I will continue to work hard to ensure that you have the resources to do the best job you can," the governor said. "Whenever and wherever I speak in the future, I will speak not only of your heroism, but also the need to support your cause."

EM to take higher anti-terrorism profile



by Bob Lambert, VDEM Staff Writer

The Sept. 11 terrorist attacks and the possibility that the nation may face more attempts to kill civilians and undermine the nation's well-being have given emergency management an enlarged role in protecting the public.

"We've never had to deal with anything like this before," says George Foresman, deputy state coordinator and a member since 1999 of a congressional advisory panel on terrorism (also known as the "Gilmore Commission").

"The reality of terrorism has increased our level of awareness and anxiousness. There's nothing wrong with that."

Even as the nation has focused on recovery from the attacks on the World Trade Center and the Pentagon, the sites remain a somber reminder of their impact.

In Virginia, continuing activity includes:

- The Governor's Economic Recovery Task Force, which supported the re-opening of Reagan National



***Speaking with one voice.** VDEM Deputy State Coordinator George Foresman fields a national media query regarding the terrorist threat. Foresman has served on a congressional advisory panel on terrorism since 1999.*

Airport and channeled assistance to employees and businesses affected by the Pentagon attack.

- The Virginia Preparedness and Security Panel, which is expected to submit a report by Nov. 30 assessing terrorism vulnerabilities, infrastructure needs, and possible statutory changes.
- Gov. Jim Gilmore's role as chair of the Congressional Advisory Panel on Terrorism, which has given the state high visibility in paving the way for the Cabinet-level Homeland Security program.
- Individual assistance for victims of the Pentagon attack, though most of

the aid has come through the Department of Defense and American Airlines.

Both the economic and state security task forces are expected to continue their efforts through the start of the new gubernatorial administration next year.

Because the Pentagon attack occurred in Northern Virginia, emergency management has become a major issue in the statewide gubernatorial election campaign, Foresman says.

The specifics of the Pentagon attack, which occurred on a military site, meant that VDEM has had a smaller than normal role in emergency response and recovery. However, emergency management will have a larger role in planning and preparation for the future.

Emergency managers may have to alter their programs and resources to meet the demands of a nationwide anti-terrorism and homeland security effort.

"Step back and take a deep breath and look at the big picture, current and future," Foresman says.

"We may have to adjust to these changes, as well as face the possibility of further attack. The possibility is that it's going to get worse before it gets better.

"We must be prepared and flexible. We must drive the message home about our role. Step back, look where we're going and where we might have to go."

Localities encouraged to check 'fine print' in mutual aid compacts

Virginia localities should take the time now to review their mutual aid compacts, particularly if they are not members of the Statewide Mutual Aid program.

SMA was developed to assist cities and counties to more quickly and efficiently provide assistance to each other in response to a major disaster.

Mutual aid was a critical element in the success of the disaster response following the attack on the Pentagon.

It also demonstrated that mutual aid not only includes the Northern Virginia localities, but can also cross state lines to include Maryland and the District of Columbia.

As of Oct. 4, 115 of 140 Virginia localities had signed on to participate in the program. Don Morton, acting SMA program manager, says localities that have passed a SMA authorizing resolution and follow the guidelines in the SMA Guidebook are likely to qualify for reimbursement.

However, if communities lack specific reimbursement language in their local mutual aid compacts, they may have difficulty in qualifying for FEMA reimbursement, Morton adds.

It is important to remember that the local city council or county board of supervisors needs to approve the reimbursement standards.

For additional information about the SMA program, contact Don Morton by phone at (804) 897-6500, ext. 6527, or by e-mail at sma@vdem.state.va.us.





Emergency Management

Coordinator's Briefing

Nov. 8/Williamsburg

Hazardous Weather & Flooding Preparedness

Nov. 13-15/Richmond

Exercise Design

Nov. 28-29/Norfolk

Mass Fatalities Incident Mgmt.

Dec. 4-6/Richmond

Radiological

Traffic Access Control/Communications

Dec. 10-11/Henrico

Reservist Training

Hazmat Awareness

Oct. 30/Richmond

Reservist Seminar

Nov. 15/Richmond

National Weather Service Interface

Nov. 27/Wakefield

Info. & Planning Tabletop Exercise/Action Tracking

Dec. 11/Richmond

Search and Rescue

SAR Council/Mgmt. Conference

Oct. 27/Chesterfield

Field Team Member (I)

Nov. 9-11/Montebello

Managing Search Operations (II)

Nov. 30-Dec. 2/Goochland

Field Team Member (Part II)

Dec. 7-9/Montebello

Technological Hazards

Advanced Tactical Control

Nov. 5-16/Ashland

Chemistry of Hazmat

Dec. 3-14/Newport News

Public Safety Response to Terrorism (PSRT) — Awareness

Nov. 18/Rockbridge

Dec. 1/Henrico

Dec. 8/Hanover & Spotsylvania

Terrorist Attack *(continued from page 1)*

Steve Souder, administrator for the Arlington County Public Safety Emergency Communications Center, says the county has an added responsibility because of its location. "We're sensitive to who and where we are with a high profile target such as the Pentagon," Souder says.

When the doomed airliner headed for the Pentagon, the response was built into its emergency planning. "Your reaction to routine daily matters will be reflected in your response to a big event," Souder says. "It's an extension only in terms of magnitude of what you do."

Pulliam views her response as part of her training, part of what she does on the job. "We do it every day (certainly nothing of this magnitude), but we deal with the stress, the constant highs and lows, and the repeated need for us to be under control at all times," says Pulliam.

That Tuesday morning was no different as the plane zeroed in, clipped a light pole, struck the ground and bounced into the building façade. They got the job done.

Mark your calendar for 2002 Tornado Drill

VDEM, the National Weather Service and local emergency managers will team up once again to sponsor the annual statewide tornado drill at 9:45 a.m. on Tuesday, March 26. To learn more, contact Rohn Brown at rbrown@vdem.state.va.us or (804) 897-6510.



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